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		5/29/84
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OPTIONAL FORM 41 (Rev. 7-76)  
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25 May 1984

1. Presidential and Vice Presidential Visit

[ ] began the staff meeting with a personal expression of thanks to the Physical Security Division, and other Office supportive elements, for the significant role played in the success of the recent visit by President Reagan and Vice President Bush to the Headquarters compound. [ ] stated that the Office can be proud of the fine effort and mentioned that the DDA also expressed his pleasure in the strong support rendered.

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2. Services for Howard Osborn

Mr. Howard J. Osborn, a former Director of Security, passed away on 14 May. Recent memorial services in his behalf were attended by senior Office managers and personnel. A copy of "Words of Remembrance" made by [ ] during the memorial service is attached.

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[ ] related that the SORT recruitment effort is progressing well. He stated that the new approach to decentralized applicant processing is the apparent key to the increased success in recruiting. With continued application of the new approach, [ ] estimates that the processing of candidates for the September class will be completed by the end of June. [ ]

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**5. Inspector General Study**

The Office of the Inspector General is scheduled to initiate a mini-study of entrance-on-duty processing, a topic which has been previously examined, in early June.

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[ ] advised that [ ] will be the Office focal point officer for tasking. [ ]

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**6. Security Education**

The Security Education Group has announced the availability of the Information Systems Security Course, scheduled for presentation 18 - 22 June. Interested personnel are encouraged to submit a Form 73 to the Security Education Group as soon as possible. [ ]

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**7.**

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**8. Temporary Reassignments**

[ ] advised that increased tasking of the Office has created a situation where several former polygraph examiners were temporarily reassigned to the Polygraph Division. He expressed his personal appreciation to these officers for their display of flexibility and cooperation in addressing this interim situation. [ ]

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**9. SSD Conference**

[ ] Chief, Security Support Division, announced that the Security Support Division will host its first conference on 30 and 31 May. The Division will remain active during the conference by working with a reduced staff. [ ]

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10. SOTP Class

[redacted] Chief, Security Education Group, expressed his appreciation to several individuals who have contributed to the smooth running of the latest Security Officers Training Program. [redacted]

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[redacted] The new agents will complete the second part of their training on 17 July; their assignments are as follow:

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11.

[Large redacted area]

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15. Positions Available

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From time to time the Office of Security is advised of employment opportunities in private industry and this data is normally posted on a bulletin board in our Personnel Management Staff as being of possible interest to individuals eligible for or thinking of retirement. The

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**HOWARD J. OSBORN**

**March 6, 1918 - May 14, 1984**

**A Reflection**


**by**






**Director of Security**

**18 May 1984**

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Last night, after returning from a business trip to California, I stopped at the Agency's Headquarters Building for a few minutes to return a briefcase. As I drove through our gate near the George Washington Parkway a Federal Protective Officer, in uniform, approached my car. I recognized him 

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Officer  said "I understand that Mr. Osborn passed away." I said "Yes, that is true." Officer  then said "Mr. Osborn...he was my man." And a whole lot of us felt that way. After an awkward pause, Officer  added "Just wanted to tell you that." And I said "I'm glad that you did."

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I suspect that nothing that is said here today would have tickled Oz more than learning of the respect and affection which he is held to this day by Officer [ ] and his many colleagues.

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When Howard Osborn arrived in the Agency's Office of Security in 1963, he came as a stranger. Although he had served with distinction in the military and had had 16 outstanding years in the operational side of the Agency, he was known to relatively few people in the Office of Security which was, and still is, a close knit family-type organization.

Besides, Oz was following in the footsteps of the legendary founder of the Office, Sheffield Edwards and [ ] whose name had been linked to brilliant security programming for many years. So it was an enormously difficult assignment but as we all found out, Howard Osborn was more than equal to it.

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For the first 10 months he served as the Deputy Director of Security; for the next 10 years he served as Director of Security. He did it with total dedication, with loyalty to the Agency and his Office, with a deep concern about people,



with sincerity, integrity and hard work. Howard Osborn won over the Office of Security and he won over the Agency to the conviction that he was an outstanding Director of Security.

I would like to reflect for a few minutes today on how he accomplished this.

First of all, I truly believe that Oz loved the Office of Security. It became a second home. In a 1974 letter he wrote to the Director of Central Intelligence Oz wrote: "As for the Office of Security, there are no bounds for my love for it, for its people and the work that it has done and is doing." Oz's love for the Office was recognized by all of us and made us want to support him in this passion.

Then there was Oz's personality. It was strong and powerful, it was straightforward and sincere. His approach was unpretentious. It was a personality that could be appreciated and admired by Director Richard Helms and by an Officer  and by all of the rest of us.

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Oz was a positive thinker who could ignite that spirit in others. In a key speech he gave as the Director of Security he used these words as the central theme:

If you think you are beaten, you are.

If you think you dare not, you don't.

Success begins with your own will. It's all in your state of mind.

Life's battles are not always won by those who are stronger or faster. Sooner or later the person who wins is the person who thinks he can.

That was the way Oz looked at life.

Oz was a very hard worker and a great team player. He never asked any of us to do anything he was unwilling to do. If a security emergency occurred in the Agency, Oz was there right up front. If the troops were working late, Oz was likely to be there. His energy level and his charisma with all levels of people were a source of amazement and pride to all of us. Because he was loyal to us we wanted to be loyal to him.

In his delightfully earthy way Oz would say "I'll even be with you when you screw up." We knew he meant it. We knew he would be with us and, as a result, we wanted to succeed and not disappoint him.

Then there is the matter of Oz's sense of humor. It was great. For years Oz called me one of his favorite Polish jokes. I never had the heart, nor indeed the courage, to tell him I was Czechoslovakian. Besides, it wouldn't have done any good. Oz made us laugh at ourselves, at the human condition and often made himself the butt of the jokes. His humor was an important and effective part of his management style. He delivered much needed relief from the tensions and stress of the business we were all in.

Oz was a courageous man who had no sympathy for passivity or apathy. His creed, it seems to me, was well expressed in the classic words of Theodore Roosevelt:

Far better it is to dare mighty things  
To win glorious triumphs even though checkered  
by failure  
Then to take rank with those poor spirits who  
neither enjoy much nor suffer much  
Because they live in the gray twilight  
that knows not victory nor defeat.

In 1973, when his Agency career was nearing the end Oz did an extraordinary thing. He assembled the young men whom he saw as the future leaders of the Office and gave to them the assignment to reorganize according to their perceptions

of the needs and requirements of Agency security in the future. When they had accomplished this, Oz sent them this message of challenge and good wishes.

"Leave the past to us; you must build for the future. I know I speak for our beloved late Colonel Edwards and most certainly for myself when I say: Hang in there."

That is exactly what we have done and what we will continue to do. Hang in there.

Thanks Oz.